

2016-2018

Strategic Plan



DERYL LOAR
SHERIFF

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Mission Statement

Protect the Community.
Prevent Crime.
Solve Problems.

Values

Integrity
Leadership
Service

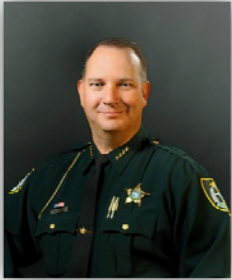
Vision Statement

The Indian River County Sheriff's Office strives for Excellence in Service through partnerships with the community.





Message from the Sheriff



Dear Citizens of Indian River County,

The Indian River County Sheriff's Office is focused on the quality of life and customer service it provides to the citizens of Indian River County. Our Strategic Plan acts as an organizational profile and blueprint designed to chart the direction of the agency, its employees, and budgetary needs while insuring our actions align with the current mission, values, and vision statement to create the best possible outcome for Indian River County.

The Strategic Plan shall serve as a guideline to assess, develop, and implement best-practice-based strategies and measure the effectiveness of structured transformative action taken by the Indian River County Sheriff's Office. An ever changing Strategic Plan allows us to maintain a high-level, risk driven strategy with which to accomplish long and short term goals set forth by command leadership; it is a living document and shall adapt as the needs of the community evolve.

As a public service agency, we have credited ourselves with creating a roadmap for law enforcement leadership by facilitating better communication and delivering the highest quality services to Indian River County. Indian River County Sheriff's Office is committed to creating an action plan that allows for continuous alignment of existing strategies, paths for transformation, and improved controls over departmental resources.

To better protect the community we will continue to expand Problem Oriented Policing strategies, improve community partnerships, and strengthen our dedication to standards excellence through a stronger and more effective approach to strategic planning and accreditation.

Prevention of crime and criminal activity will be enhanced through efforts to expand the use of Intelligence Led Policing strategies, enhancement of community confidence and trust through Community Oriented Policing, and continued efforts to streamline functions using updated technology in order to tighten coordination, share priorities, and maximize resources across departments.

We will make every effort to improve internal operations, remain up to date with capital improvements, equipment needs, and maintenance requirements to insure the best level of public service is available to the citizens of Indian River County.

Sincerely,

A handwritten signature in black ink, appearing to read "DLoar", on a white background with a light blue grid pattern.

Sheriff Deryl Loar



Responsibility of the Sheriff

- ❖ Provide security, safety and well-being to the citizens of Indian River County through the delivery of law enforcement service.
- ❖ Operate the Indian River County Jail
- ❖ Function as the Executive Officer of the courts
- ❖ Fulfill all other official responsibilities mandated by the State Constitution and Florida Statutes



History of the Sheriff's Office

❖	Joel W. Knight	1925-1928
❖	John H. Sutherland	1928-1929
❖	Clark S. Rice	1929-1933
❖	William W. Frick	1933-1945
❖	L.B. Osteen	1945-1954
❖	Sam T. Joyce	1954-1980
❖	R.T. "Tim" Dobeck	1980-1992
❖	Gary C. Wheeler	1992-2000
❖	Roy Raymond	2000-2008
❖	Deryl Loar	2008-Current



Organization of the Sheriff

Sheriff Deryl Loar administers his Office with an Undersheriff, three sworn Majors, three sworn Captains, a civilian Director, a Comptroller and a Lieutenant of Community Affairs. The Major's command the agency's administration, support services, law enforcement and corrections with an authorized strength of 490 employees, 313 sworn and 177 civilian. Auxiliary staff provides countless hours of support and includes 10 sworn reserve deputies and over 100 volunteers.



Demographics

- ❖ Indian River County, Florida, founded in 1925, is located on the east coast of Florida in an area known as the “Treasure Coast”. The county seat is Vero Beach and is located approximately 135 miles North of Miami, 140 miles east of Tampa, and 100 miles south of Orlando.
- ❖ Indian River County is comprised of approximately 502 square miles of land and an additional 113 square miles of water.
- ❖ Population growth from 1995-2005 resulted in an average population increase of 12.98% per year and 39,835 additional citizens to service.
- ❖ Current population trends from 2005-2015 resulted in an average population increase of 6.65% per year and 17,876 additional citizens to service.
- ❖ Using the most recent growth projections, from 2015-2025 the population of Indian River County should increase by an average of 7.76% per year adding 27,448 citizens to our service needs.

Population					
	2005	2010	2015	2020	2025
Indian River County	130,043	138,028	147,919	160,211	175,367
% Increase	XX	6.14%	7.16%	8.31%	9.46%

Calls for Service					
	2005	2010	2015	2020	2025
Indian River County	101,132	153,625	213,841	285,015 Projected	370,550 Projected
% Increase	0.777%	1.112%	1.445%	1.779%	2.113%

MISSION: PROTECT THE COMMUNITY * VALUE: INTEGRITY

GOAL #1: Expand Utilization of Problem Oriented Policing Strategies

Objective 1.1.1: Verify continued compliance with reporting requirements of Victim Assistance Function.

Measure: Review current system of data collection for monthly and quarterly reporting requirements and establish a baseline reporting process.

Responsible: Victim Assistance Function **Due:** December 2016

Objective 1.1.2: Increase reporting efficiency for Victim Assistance Function.

Measure: Review baseline reporting process to gauge a need for updated procedures and/or software for data collection.

Responsible: Victim Assistance Function **Due:** June 2017

Objective 1.2.1: Address and impede drug and human trafficking in Indian River County.

Measure: Perform aviation, marine, and traffic operations which target areas of interest determined by shared intelligence information.

Responsible: Bureau of Law Enforcement **Due:** Annual/Ongoing

Objective 1.3.1: Address and identify areas of gang activity in Indian River County.

Measure: Review and/or update current documentation procedures in order to establish an effective method of capturing gang activity data.

Responsible: Bureau of Law Enforcement/
Bureau of Corrections **Due:** Annual/Ongoing

Objective 1.3.2: Impede gang activity in Indian River County.

Measure: Develop a system for resource allocation and/or extra duty details to impede gang activity by increasing law enforcement presence in areas of known activity derived from crime analyst statistics.

Responsible: Bureau of Law Enforcement/
Bureau of Corrections **Due:** December 2017

Objective 1.4.1: Outline services and responsibilities of Mental Health Court program.

Measure: Establish intra-divisional procedures for Corrections participation in mental health court services.

Responsible: Bureau of Corrections **Due:** June 2017

MISSION: PROTECT THE COMMUNITY * VALUE: INTEGRITY

GOAL #2: Expand Utilization of Community Partnerships

- Objective 2.1.1:** Encourage community involvement and fundraising efforts of employees by providing a list of volunteer opportunities, hosting activities, and allowing direct deposit through payroll.
- Measure:** Establish and maintain a current list of community not-for profit organizations where IRC SO utilizes the fundraising methods above.
- Responsible:** Finance Division **Due:** Annual/Ongoing
- Objective 2.1.2:** Increase community involvement and fundraising efforts of employees.
- Measure:** Review current listing and reach out to command staff and employees to add approved partners to the list while recognizing employee submitted "Community Volunteer Hours" in the weekly newsletter and/or in another acknowledgement. Track and report to command staff.
- Responsible:** All Bureaus & Community Affairs **Due:** Annual/Ongoing
- Objective 2.3.1:** Expand Explorer Program Youth membership and participation by 10% since 2015.
- Measure:** Compare youth participation and enrollment statistics for beginning and end of calendar year.
- Responsible:** Explorer Team Leader **Due:** December 2016
- Objective 2.4.1:** Develop community partnerships to enhance crime prevention and intervention efforts.
- Measure:** Compile and maintain a complete listing of existing community partnerships with businesses and organizations that assist IRC SO projects and goals.
- Responsible:** All Bureaus **Due:** December 2016
- Objective 2.4.2:** Expand community partnerships to enhance crime prevention and intervention efforts.
- Measure:** Review complete list from Objective 2.4.1.; reach out to command staff and employees for suggestions, and add organizations, groups, businesses to the list that could benefit the objective.
- Responsible:** All Bureaus **Due:** December 2017

MISSION: PROTECT THE COMMUNITY * VALUE: INTEGRITY

GOAL #3: Dedication to Standards Excellence

- Objective 3.1.1: Enhance citizen feedback by review and amendment of citizen survey procedures.**
- Measure:** Review current process of data collection for citizen surveys to update the survey and increase the amount of surveys completed to assist in improving services to the community.
- Responsible:** Planning & Grants Function **Due:** January 2017
- Objective 3.2.1: Develop a systematic process to complete a Workload Analysis of all agency positions.**
- Measure:** Create and maintain a position list, survey and questionnaire and utilize it to create a baseline.
- Responsible:** Planning & Grants Function **Due:** June 2017
- Objective 3.2.2: Analyze and suggest employee allocation to Command Staff annually.**
- Measure:** Systematically analyze, on a predetermined schedule, each position available and their responsibilities by creation of a calendar with due dates of a cycle to meet or exceed accreditation standards. Report suggested allocation to Command Staff.
- Responsible:** Planning & Grants Function **Due:** Annual/Ongoing
- Objective 3.3.1: Maintain Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA).**
- Measure:** Agency shall successfully complete re-accreditation assessment.
- Responsible:** Professional Standards Unit **Due:** March 2017
- Objective 3.3.2: Maintain Commission for Florida Law Enforcement Accreditation (CFA).**
- Measure:** Agency shall successfully complete re-accreditation assessment.
- Responsible:** Professional Standards Unit **Due:** November 2018
- Objective 3.3.3: Maintain Florida Corrections Accreditation Commission (FCAC).**
- Measure:** Agency shall successfully complete their re-accreditation assessment.
- Responsible:** Corrections Accreditation Function **Due:** December 2018

MISSION: PROTECT THE COMMUNITY * VALUE: INTEGRITY

GOAL #3: Dedication to Standards Excellence (Continued)

Objective 3.3.4: Maintain Commission for Florida Law Enforcement Public Safety Communications Accreditation (CALEA-PSD).

Measure: Agency shall successfully complete their re-accreditation assessment.

Responsible: Public Safety Dispatch Unit **Due:** July 2018

Objective 3.4.1: Conduct an annual strategic review process.

Measure: Complete annual review of process used to report progress, actual progress, and adjust work plans, as necessary.

Responsible: Planning & Grants Function **Due:** Annual/Ongoing

MISSION: PREVENT CRIME * VALUE: SERVICE

GOAL #4: Expand Utilization of Intelligence Led Policing

Objective 4.1.1: Establish integrity of data used for Intelligence Led Policing reports.

Measure: Identify information needs using Crime Analyst input, Records Unit input, Aegis RMS capabilities, and report writing procedures.

Responsible: Bureau of Law Enforcement Planning & Grants Function **Due:** February 2017

Objective 4.1.2: Modify processes to insure the integrity of data used for Intelligence Led Policing.

Measure: Develop training, manuals, general orders, and necessary procedures to insure that the proper data input method is being utilized agency-wide.

Responsible: All Bureaus Planning & Grants Function **Due:** December 2017

Objective 4.1.3: Implement training to uphold the integrity of data used for Intelligence Led Policing.

Measure: Organize and perform remedial training and implement procedures for FTO training to insure proper data extraction and agency usability.

Responsible: All Bureaus Planning & Grants Function **Due:** June 2018

Objective 4.2.1: Continue development of the Accountability Multiplies Pro-Activity (AMP) Program.

Measure: Enable Crime Analysts to identify crime patterns and trends and develop the best method for distribution of that information while insuring all necessary parties are involved in briefings.

Responsible: Bureau of Law Enforcement & Crime Analysts **Due:** December 2016 /Ongoing

Objective 4.2.2: Implement Accountability Multiplies Pro-Activity (AMP) Program findings.

Measure: Develop procedures to insure accountability of agency response tactics for intelligence received through AMP, and develop reporting measures to allow measurement of program success by a positive impact on crime statistics.

Responsible: Bureau of Law Enforcement Crime Analysts **Due:** Quarterly

MISSION: PREVENT CRIME * VALUE: SERVICE

GOAL #5: Expand Use of Community Oriented Policing Strategies to Enhance Community Confidence and Trust

Objective 5.1.1: Increase Neighborhood Watch participation and education efforts.

Measure: Review and document current participation numbers and procedures for encouraging the community to participate, update where needed and compare participation and review annually.

Responsible: Community Services **Due:** Annual/Ongoing

Objective 5.2.1: Increase Citizen's Academy participation by 15% since 2015.

Measure: Review lesson plan and assess to insure accurate representation of the Indian River County Sheriff's Office. Verify that the number of classes offered is adequate to meet the needs of the community.

Responsible: Community Affairs Section **Due:** December 2017

Objective 5.3.1: Expand social media presence to increase IRCISO's ability to share information with citizens.

Measure: Review and assess social media platforms for accuracy and accessibility to the public. Create a baseline of followers across all platforms. Refine and define usage platforms to those that give the most accessibility to and feedback from the community by creating procedures and accountability.

Responsible: Community Affairs Section **Due:** Annual/Ongoing

Objective 5.4.1: Develop IRCISO website content to insure best display of content, resources, and information to the public.

Measure: Review/list current website content, contact all bureaus to validate usefulness, completeness of list, and update as necessary.

Responsible: Information Technology **Due:** Annual/Ongoing

MISSION: PREVENT CRIME * VALUE: SERVICE

GOAL #6: Update Agency Technology to Streamline Functions

Objective 6.1.1: Complete migration of Corrections video cameras from analog to digital.

Measure: Verify all cameras on security system monitored by Corrections are upgraded to digital video for clearer footage.

Responsible: Bureau of Corrections **Due:** December 2018

Objective 6.2.1: Transition from Cisco to New World for Report Management System.

Measure: Review and document stages of completion

Responsible: Information Technology **Due:** December 2018

Objective 6.3.1: Complete required migration to upgrade to P25 radios due to frequency changes.

Measure: Document number of radios needed, quote, budget or secure funding and document stages of migration.

Responsible: Support Services Division **Due:** Annual/Ongoing

Objective 6.4.1: Increase efforts to achieve paperless records in records archive area.

Measure: Create a schedule to systematically scan and purge records from the archive area.

Responsible: Records Unit **Due:** December 2017

Objective 6.5.1: Encourage and develop additional procedures to achieve paperless practices where applicable.

Measure: Annual process review for efficiency, need for paper, or options to go paperless. Create a process, train staff, implement, and document appropriate process changes and report.

Responsible: All Bureaus **Due:** Annual/Ongoing

MISSION: SOLVE PROBLEMS * VALUE: LEADERSHIP

GOAL #7:

Improvement of Internal Operations

Objective 7.1.1:

Compile and report personnel resource allocation suggestions to Command Staff.

Measure: Create a baseline for workload analysis and a three year schedule to include all positions of the Sheriff's Office.

Responsible: Planning & Grants Function

Due: Annual/Ongoing

Objective 7.2.1:

Edit and maintain a consistent, fair, and equitable pay plan, position list, hierarchy list with tiers, and promotional process for all employees.

Measure: Utilize internal and external data resources to establish best practices

Responsible: Bureau of Administration & Finance Division

Due: December 2017

Objective 7.3.1:

Establish all opportunities for and complete cross training throughout the agency.

Measure: Establish and compile a list, create procedures, and create a schedule for all cross training opportunities within the agency.

Responsible: All Bureaus Administrator
Training Unit

Due: Annual/Ongoing

Objective 7.4.1:

Compile and report retention, attrition, and succession planning to Command Staff.

Measure: Research, track and submit in December to Command Staff and Comptroller based on the fiscal year statistics.

Responsible: Human Resources Section

Due: Annual/Ongoing

Objective 7.5.1:

Complete process reviews to improve agency efficiency and create time savings.

Measure: Create a cohesive committee to collect and review general orders, forms, inter-departmental procedures, and standard practices to measure for efficiency, necessity, effectiveness, diversity, and insure legal and ethical practices. Provide suggestions to Command Staff semi-annually for decision.

Responsible: Professional Standards Unit

Due: Annual/Ongoing

MISSION: SOLVE PROBLEMS * VALUE: LEADERSHIP

GOAL #8:

Capital Improvements/Maintenance to Insure Available Service Levels

Objective 8.1.1:

Research and provide a plan for an agency on-site training facility and gun range.

Measure: Research, create a design, and list budgetary needs to include technologies, equipment, and facility layout for an on-site training facility and gun range.

Responsible: Training Unit

Due: June 2017

Objective 8.2.1:

Completion of Special Operations/Aviation Hangar construction project.

Measure: Insure completion of construction milestones listed in project timeline.

Responsible: Support Services Division

Due: December 2017
Annual/Ongoing

Objective 8.3.1:

Research and provide a plan for modification of interview rooms in Investigations.

Measure: Research, create a design, and list budgetary needs to enhance technology within interview rooms in Investigations Services Unit.

Responsible: Law Enforcement Services Division

Due: June 2017

Objective 8.4.1:

Research and provide a plan for a Corrections Medical Unit facility renovation.

Measure: Research, create a design, and list budgetary needs to renovate Medical Unit facility to meet uniform jail standards.

Responsible: Bureau of Corrections

Due: December 2017

Objective 8.5.1:

Research and provide a plan for renovation of Inmate Property Room.

Measure: Research, create a design, and list budgetary needs to renovate the Inmate Property Room to meet uniform jail standards.

Responsible: Bureau of Corrections

Due: December 2017

Objective 8.6.1:

Complete plumbing modernization of Corrections Building C to bring up to current building code.

Measure: Research, create a design, and list budgetary needs to modernize the plumbing in Building C.

Responsible: Bureau of Corrections

Due: June 2018

MISSION: SOLVE PROBLEMS * VALUE: LEADERSHIP

**GOAL #8: Capital Improvements/Maintenance to Insure Available Service Levels
(Continued)**

Objective 8.7.1: Assess and amend security measures for all IRCSO premises.

Measure: Review current facility and grounds security measures, create a list of security needs, research, create a design, and list budgetary needs to amend where necessary.

Responsible: All Bureaus /
Planning & Grants Function

Due: June 2017

Objective 8.8.1: Create a registrant portal area in the Corrections facility for criminal registrants.

Measure: Research, create a design, and list budgetary needs to install a criminal registrant portal.

Responsible: Bureau of Corrections

Due: December 2017

MISSION: SOLVE PROBLEMS * VALUE: LEADERSHIP

GOAL # 9: Capital Equipment Replacement/Maintenance to Insure Level of Service

Objective 9.1.1: Create and maintain a building maintenance schedule for all IRC SO premises.

Measure: Assess quarterly and notify command staff of the maintenance schedule for entire IRC SO premises.

Responsible: Support Services Division **Due:** Quarterly

Objective 9.2.1: Create and maintain equipment replacement schedule to include capital equipment and life cycle equipment for entire IRC SO agency.

Measure: Assess quarterly and notify command staff of the replacement need schedule for tangible items (A/C units, generators, Fleet, Kitchen, Laundry, gym equipment, fences).

Responsible: Support Services Division **Due:** Bi-Annual

Objective 9.3.1: Prepare multi-year equipment needs assessment and propose alternatives for funding where applicable.

Measure: Complete a multi-year needs assessment and funding alternatives proposal to include, but not limited to, chair replacement for dispatch, vehicles, body armor, K-9's, corrections equipment, IT equipment, etc.

Responsible: Comptroller and All Bureaus **Due:** Annual/Ongoing